Ministry of
Labour, Citizens' Services and
Open Government

2011/12
Annual Service Plan Report

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Message from the Minister and Accountability Statement

It is my honour to present the *2011/12 Annual Service Plan Report* for the Ministry of Labour, Citizens' Services and Open Government.

Over the past year my ministry has worked diligently to support government's agenda to build stronger families and communities, support the *BC Jobs Plan* and make government even more accessible to all British Columbians.

During discussions with the labour and business communities last year, it was evident to us that we needed to take action on minimum wage. Our government did just that, and implemented increases to the minimum wage in three stages over a one-year period to minimize job impacts. On November 1, 2011, the second increase came into effect, and saw B.C.'s minimum wage increase to $9.50, with the final increase to $10.25 occurring on May 1, 2012.

We maintained our strong commitment to the health and safety of workers in B.C. WorkSafeBC also made changes over the last number of years and placed increased focus on prevention and education efforts, while at the same time conducting more inspections than ever before in the history of the organization.

Following the tragic events at sawmills in Burns Lake in January 2012 and Prince George in April 2012, WorkSafeBC ordered full hazard identification, risk assessment and safety reviews at all sawmills in the province. Investigations are underway to establish the causes of these tragedies, and to ensure similar incidents are prevented in the future.

In addition to supporting workplace health and safety, we also understand how important it is for workplace issues to be resolved quickly, so we established new timelines for Labour Relations Board decisions. These new rules state that Labour Relations Board decisions need to be managed within 180 days from the date an application is filed; ensuring labour relations disputes are resolved in a timely manner.

Within the Citizens' Services and Open Government side of the ministry, over the past year, over 8,000 freedom of information (FOI) requests were processed with an on-time completion rate of 90 per cent. We also followed through on other important commitments towards making government more open. Our Government Communications and Public Engagement division continued to ensure information about government programs and services are accessible to British Columbians in an open and transparent manner.

We introduced amendments to the *Freedom of Information and Protection of Privacy Act* to align the act with current-day technology and with the way British Columbians want to be served by government. These amendments modernized an act that came into force in 1992, when the majority of citizens had not even heard of the Internet.

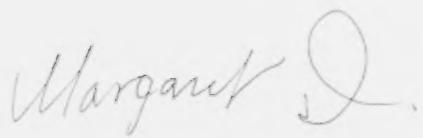
Work has also continued to ensure British Columbia remains one of the most connected jurisdictions in the world. Last summer we reached a strategic telecommunications services agreement with TELUS. The agreement meets a diverse range of stakeholder strategic business and public policy goals, including support for government's technology and transformation agenda, achieving price controls and reductions. The agreement provides long-distance, voice, data and cellular services to the provincial government and the broader public sector. Also signed was the Connecting British Columbia Agreement, which leverages benefits for citizens in rural and remote areas through expanded access to high-speed Internet services in communities over a 10-year term and expansion of cellular services along sections of major highways over a five-year period.

My ministry also made a number of innovative changes as a result of our open government policy, including being the first province to open up thousands of data sets via the DataBC website. Within the past year we also unveiled the new open information site, where responses to general FOI requests are published online. We are committed to including increasing levels of transparency, innovation and improved service delivery.

I'm proud to say that because of the hard work and dedication of the ministry's public servants British Columbia's Open Government team won the silver medal at this year's Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards. The award recognized the province's outstanding leadership and contributions to advancements in public policy and management.

Going forward, my ministry will continue to have the courage to innovate, to explore new ground, and lead the way in Canada as we map the future of open government for all British Columbians.

The *Ministry of Labour, Citizens' Services and Open Government 2011 2012 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *Revised 2011 12 – 2013 2014 Service Plan*. I am accountable for those results as reported.



Honourable Margaret MacDiarmid
Minister of Labour, Citizens' Services and Open Government

June 30, 2012

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Purpose of Ministry

The Ministry of Labour, Citizens' Services and Open Government makes services available to families, employees, employers, unions, and businesses in British Columbia to support a modern and stable work environment. The ministry delivers products and services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients[1], ensuring economies of scale are realized and required service standards are achieved.

The ministry sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, the ministry has overall responsibility for British Columbia's labour and employment statutes – including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers Compensation Act* – and for the effective administration and enforcement of those statutes. Three independent tribunals also fall within the ministry's overall responsibility in the administration and enforcement of these statutes: the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal.

The Employment Standards Branch and the ministry's three administrative tribunals are involved in managing complaints and issues that have been brought before them. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders. Where appropriate, the ministry also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution.

Educational services and initiatives, provided by the Employment Standards Branch and by the employers' advisers office and workers' advisers office, increase understanding of and compliance with the *Employment Standards Act* and *Workers Compensation Act*.

The ministry brings together the centres of expertise for the planning and support of public service delivery under the auspices of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services and information from government. The minister also oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens.

A core component of the ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for citizens. *Citizens @ the Centre: BC Government 2.0* strategy is one such plan.

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[1] *Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Labour, Citizens' Services and Open Government.*

In addition to providing services to citizens, the ministry leads the advancement of innovation and collaboration across government. In this role, the ministry is responsible for modernizing the internal operations of government, including providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. The ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

The ministry also leads the open government vision for government. This includes pursuing new approaches to citizen-centred online services, providing more government data to citizens, releasing more information about government decisions, and directly engaging with citizens on issues and decisions made by government. The ministry provides the core infrastructure to support these activities through corporate web services, data services, information access and policy supports in areas such as citizen engagement.

With its leadership and expertise, the Ministry of Labour, Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's strategic plan. Integrating these responsibilities enables the ministry to put B.C. families, employers and workers first and deliver services and build strong partnerships to support communities across B.C.

Labour

Highlights of the Year

In 2011/12, Labour continued with its mandate to create an environment that meets the needs of employers and unions, and fosters working relationships in safe and healthy workplaces.

The ministry is dedicated to:

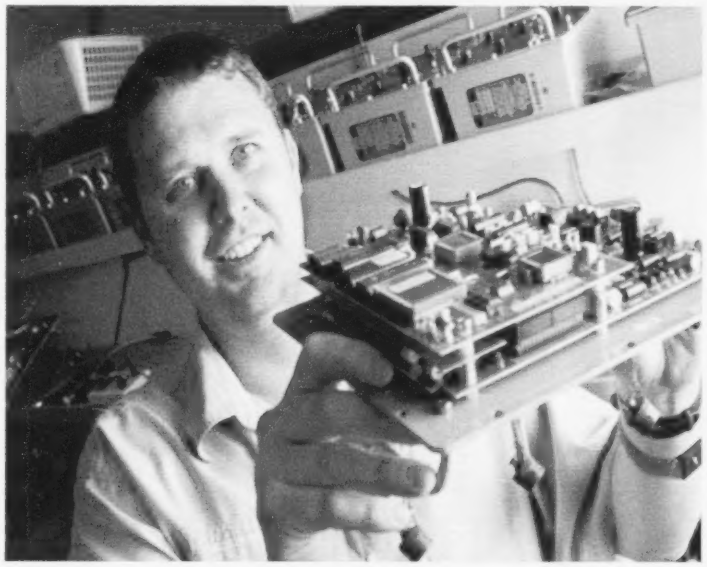
- Improving workplace safety
- Ensuring fair treatment for employees and employers
- Encouraging a healthy and productive labour relations climate

The ministry has also focused on protecting vulnerable workers, particularly with respect to safety, security, access to supports and information, supervision of children and youth, foreign workers, mature workers and those working in key sectors, such as agriculture.

Achievements of the past year include:

Increasing Minimum Wage

In keeping with the government's Families First agenda, minimum wage increases were implemented in three stages throughout 2011 and 2012. Effective May 1, 2012, the general minimum is $10.25 per hour, which is among the highest in Canada.



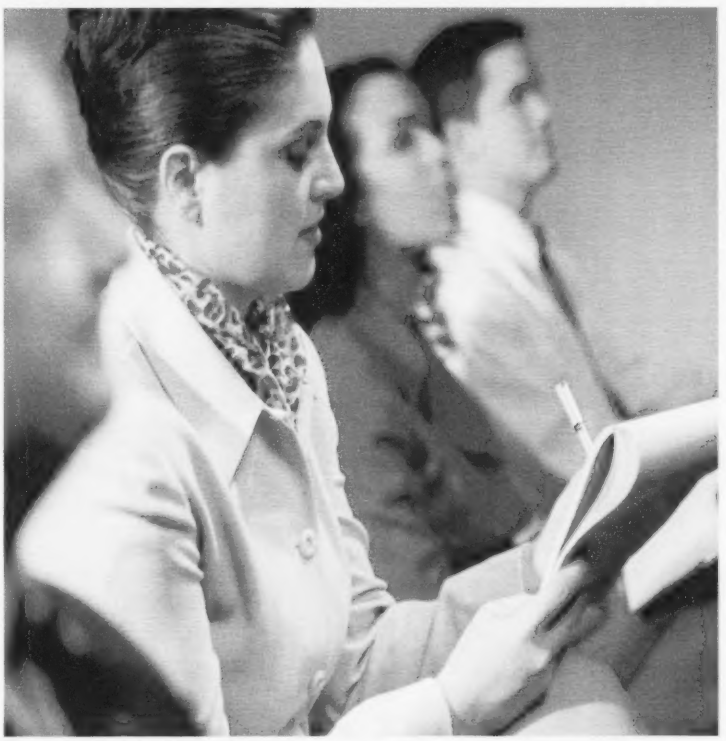
Completing the Review on Minimum Piece Rates for Hand Harvesters of Certain Crops

After the regulated minimum piece rates were raised by 9.375 per cent in May 2011, the ministry undertook a formal review of the piece rates to assess how they are working for employers and employees. The review included the use of an environmental consulting firm, which provided information and observations about hours of

work and compensation trends, as well as a profile of the industry sectors that are covered by the regulated minimum piece rates.

Government decided that piece rates for hand-harvested crops listed in the employment standards regulation will remain unchanged as the review found current piece rates are appropriate for both workers and employers.

Continuing the Enhancement of Labour Relations



Labour stability trends continued through 2011, as was reflected by relatively few strikes/lockouts and worker days lost. Ministry staff continued to expand relationships within the labour relations community by meeting with a wide variety of stakeholders to discuss areas of concern and opportunities to enhance the labour relations system. Ministry staff also participated on a steering committee with Transport Canada and B.C.'s Ministry of Transportation and Infrastructure tasked with reviewing labour stability in the Port Container Trucking Sector.

The ministry's Assistant Deputy Minister of Industrial Relations was asked by the Minister of Labour, Citizens' Services and Open Government to provide a formal assessment of the BC Teachers' Bargaining Dispute. This assessment concluded that it was very unlikely that the union and employer would be able to reach a voluntary settlement. Subsequent to the report, the Ministry of Education passed Bill 22, *The Education Improvement Act*, which ended the teachers' union job action, imposed a "cooling off" period, and allowed for the Minister of Education to appoint a mediator to assist with bargaining.

Establishing New Regulated Timelines for Labour Relations Board Decisions

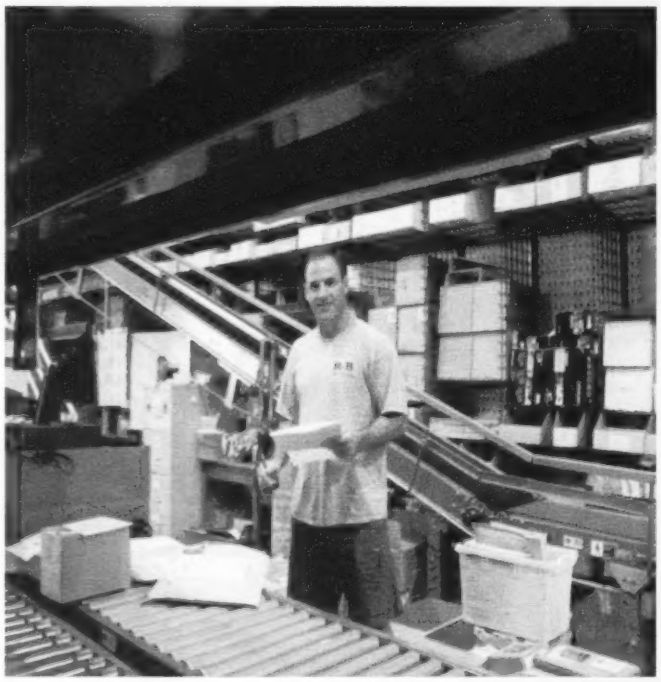
The Minister of Labour, Citizens' Services and Open Government approved a regulation establishing a 180-day timeline for the Labour Relations Board (LRB) to issue a final decision on all complaints and applications. The regulation takes effect on September 1, 2012.

Continuing on Improvement of Temporary Foreign Worker Compliance

The Employment Standards Branch continued its focus on temporary foreign workers and compliance in the agriculture sector through active participation in federal-provincial and interagency committees, and providing education through culturally-specific media outlets and multicultural associations.

Developing a Worker Safety Education Program

In 2011, in partnership with the Mexican government, WorkSafeBC developed a safety and health education program for seasonal agriculture workers coming to B.C. from Mexico. The program will be delivered in Mexico to approximately 3,500 workers annually.



Strategic Context

British Columbia's real GDP increased by 2.9 per cent in 2011 (according to preliminary GDP by industry data from Statistics Canada), following growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. However, several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility and slower than anticipated Asian demand for B.C. products.

The labour aspect of the Ministry of Labour, Citizens' Services and Open Government faced opportunities and challenges in the pursuit of its mandate over the last fiscal year. The goals, objectives and strategies identified in the service plan were implemented to mitigate risks, maximize opportunities and address key challenges.

Challenges

- Changing workforce demographics and new technologies continued to drive changes in social norms and expectations.
- At the start of 2011, 160 public sector collective agreements (covering over 135,000 workers) which had expired in 2010 had not yet been renegotiated. As these negotiations progressed throughout the 2011/12 fiscal year, the ministry continually monitored them, providing assistance to the parties where necessary and encouraging labour stability.
- British Columbia's labour market includes many young, less experienced workers as well as recent immigrants and temporary foreign workers. These often vulnerable workers posed an increased challenge for the Employment Standards Branch and WorkSafeBC, both of which continued to implement initiatives designed to assist and protect them.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining required a continued emphasis on injury prevention and occupational health and safety initiatives.

Opportunities

- The Ministry of Labour, Citizens' Services and Open Government enabled a stable labour relations climate through policies and legislation that support the development of a productive and efficient labour force, safe workplaces, and basic standards of compensation and conditions of employment. A stable labour relations climate fosters economic stability which attracts investors and employers to our province.

- Fair and balanced laws and regulations that reflect the changing social norms and expectations of employers and employees in the 21st century enhanced British Columbia's position as an attractive location for business and employment.
- The Ministry of Labour, Citizens' Services and Open Government actively promoted mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.
- The quality of employment relationships – as measured by indicators such as days lost due to strike activity, the safety of the province's workplaces, and how well employers and workers understand and meet or exceed the province's minimum labour standards – remained a priority for the ministry.

- Citizen-centred service improvements and proactive initiatives, such as improving service timeliness and providing workers' compensation and employment standards information in multiple languages, helped lay the groundwork for ongoing labour stability and prosperity. In addition, the ministry expanded its web presence through the open government initiative. The B.C. Labour Relations Board expanded its web presence by providing access to case law and annual reports from 1990 to 2001.
- A focus on prevention, including education, served to promote compliance with the laws and regulations under the Ministry of Labour, Citizens' Services and Open Government's mandate.

Report on Performance

Performance Results Summary Table

Goal 1: Balanced law and policy. For greater detail see pages 14 to 16	2011/12 Target	2011/12 Actual
1.1 Labour laws and policies responsive to, and supportive of, the evolving world of work **1.2 Clients and stakeholders have knowledge of an understand labour requirements and processes**		
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.	96.5 - 98.5%	97.4% ACHIEVED
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2009 - 2011).	0.95 - 1.00	0.31 EXCEEDED
Goal 2: Outstanding People For greater detail see page 16 to 17		
2.1 Highly engaged, qualified people to deliver our services now and into the future		
Goal 3: Service Excellence For greater detail see pages 17 to 20		
3.1 Accessible, reliable, and timely adjudicative services **3.2 Innovative early intervention processes** **3.3 Increased client and stakeholder satisfaction through open and effective communication**		
Percentage of Employment Standards Branch cases completed within 180 days	>78%	82% ACHIEVED
Percentage of client satisfaction with the Employment Standards Branch	75%	86% EXCEEDED
Percentage of client satisfaction through open and effective communication. • Employers' Advisers Office:	> = 90%	87% SUBSTANTIALLY ACHIEVED
• Workers' Advisers Office:	> = 80%	82% ACHIEVED

Goals, Objectives, Strategies and Performance Measures

This section describes the ministry's overall goals with respect to labour, the supporting objectives that should be met along the way, the major strategies the ministry uses, and targets against which performance is measured.

Goal 1: Balanced Law and Policy

Objective 1.1: Labour laws and policies responsive to, and supportive of, the evolving world of work

The Ministry of Labour, Citizens Services and Open Government's legislation, policy and services are designed to protect the health and well-being of British Columbia's workers, foster fairness, ensure that appropriate protections, supports and remedies are available, and promote labour stability. In order to maintain these outcomes, the law, regulations and processes must keep pace with changes in the labour and health and safety environment.

Strategies:

- Created dialogue between the ministry and stakeholders in the employer and worker communities so that critical employment and labour relations issues were addressed in a timely, effective and mutually beneficial manner and in a way that promotes labour stability.
- Ensured that the principles of early intervention are applied, where necessary and appropriate, in collective bargaining and in the disposition of employment standards complaints.
- Developed new initiatives, and continued with existing initiatives, aimed at maintaining and improving accessibility of Labour Relations Board services to all parties.

Objective 1.2: Clients and stakeholders have knowledge of and understand labour requirements and processes

In order to achieve our objective of employment and labour laws and policies being responsive to and supportive of the evolving world of work, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.

Strategies:

- Ensured access to a responsive and efficient Labour Relations Board to address issues in the unionized workplace as regulated by the *Labour Relations Code*.

- Provided educational initiatives that provide comprehensive information on employment standards to employees and employers.
- Provided direct workers' compensation assistance, guidance and service to workers and employers.
- Provided training, mentoring and coaching to the labour community and employers on workers' compensation and occupational health and safety issues to create safer, more effective workplaces and protect vulnerable workers.
- Provided translated information through websites and culturally-specific media outlets and translation services to reach out to workers and employers with language barriers.

Performance Results

Performance Measure 1: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

Performance Measure	2004/05 Baseline	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	97.5%	96.5 - 98.5%	97.4% ACHIEVED

Data Source: Employment Standards Branch Case Management System and BC STATS

Discussion

This performance measure is an important indicator of labour stability within the province, which reflects the ministry's focus on prevention, labour stability and competitiveness. This performance measure is determined by dividing the total number of complaints filed with the Employment Standards Branch within a fiscal year by the total number of business establishments with employees throughout the province. A high percentage of employers without employee complaints registered with the Employment Standards Branch suggests a stable labour climate within the province, which in turn attracts investors, thus promoting continued economic growth and prosperity. While there are no specific national benchmarks for this performance measure, other jurisdictions within Canada have also adopted this measure as a means to track labour stability.

The measure is derived from two sources: Employment Standards Branch data, which shows the number of employers who are the subject of one or more employment standards complaints over the course of a fiscal year; and BC STATS data on the total number of business establishments (by location) with employees over the same period.

Performance Measure 2: Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average)

Performance Measure	2004/05 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole	0.96	0.29	0.95 - 1.00	0.31 EXCEEDED

Data Source: Government of Canada

Discussion

This measure is an indicator of the relative degree of labour peace in British Columbia compared to Canada as a whole, and strongly reflects the ministry's focus on labour stability and competitiveness. This measure shows the number of person-days lost due to strikes and lockouts as a proportion of the British Columbia labour force, and compares this with the number of person-days lost across the entire country as a proportion of the Canadian labour force.

A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost in proportion to the labour force) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

Goal 2: Outstanding People

Objective 2.1: Highly engaged, qualified people to deliver our services now and into the future

Strategies:

- Supported a high-performance, service-oriented culture.
- Supported and promoted health and wellness.
- Promoted employee engagement by building leadership and relationships.
- Maintained and enhanced the level of expertise of staff by providing professional development.

Goal 3: Service Excellence

Objective 3.1: Accessible, reliable, and timely adjudicative services

Timely, accurate and quality decisions are critical in ensuring that a fair and effective legislative process exists and the successful delivery of ministry programs and services is achieved.

Strategies:

- Continued to improve the efficiency and effectiveness of the Employment Standards Branch decision-making process through access to clear policy direction, sharing of best practices, implementing a peer review program and the development and delivery of appropriate training.
- Ensured that the Employment Standards Branch continues to meet or exceed established timeline targets for cases.
- Ensured that systems are in place to track productivity and adherence to timeline targets for administrative tribunals.
- Established timelines and a baseline for the disposition of cases before the Labour Relations Board.
- Continued with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Results

Performance Measure 3: Percentage of Employment Standards Branch cases resolved within 180 days

Performance Measure	2010/11 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Percentage of Employment Standards Branch cases resolved within 180 days	78%	82%	>78%	82% ACHIEVED

Data Source: Branch case management statistics

Discussion

The ministry has developed this performance measure to reflect timeliness indicators for the Employment Standards Branch. It is based upon case management statistics and is calculated by dividing the number of cases resolved within 180 days by the total number of cases filed.

Objective 3.2: Innovative early intervention processes

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation and fosters stability in labour relations. The Ministry of Labour, Citizens' Services and Open Government continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

Strategies:

- Encouraged the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building.
- The Labour Relations Board continued to offer conflict resolution programs to the labour relations community that focus on team building, joint consultation committee effectiveness, and relationship enhancement, to promote and encourage cooperative participation in resolving workplace issues between employers and unions.
- The Employment Standards Branch provided education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards, including self-help materials and mediation prior to adjudication.
- Ensured that sector-specific initiatives undertaken by the Employment Standards Branch, such as the Inter-Agency Agriculture Compliance Committee, fostered mutual co-operation between government and industry, particularly as they related to vulnerable workers.
- Promoted use of early intervention and early dispute resolution in the workers' compensation system, including self-help materials and merit assessments.

Objective 3.3: Increased client and stakeholder satisfaction through open and effective communication

Increased satisfaction arises from increased understanding, trust and respect. The success of these values relies upon open and effective communication.

Strategies:

- Continued with initiatives to provide services in other languages.
- Conducted a survey to measure overall client satisfaction with the service of the Employment Standards Branch.
- Continued with the bi-annual Employers' Advisers Office and Workers' Advisers Office surveys, which measure overall client satisfaction.

Performance Results

Performance Measure 4: Client satisfaction with the Employment Standards Branch

Performance Measure	2010/11 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Percentage of clients satisfied with Employment Standards Branch service	75%	86%	>75%	86%* EXCEEDED

Data Source: ESB Client Satisfaction Survey Results 2010

Discussion

The ministry created this performance measure to assess client satisfaction with the services provided by the Employment Standards Branch. The measure is based on responses to a client satisfaction survey conducted between September and December, 2010.

* The 2011/2012 result is based on the survey last completed in the 2010/2011 fiscal year. No survey was conducted in 2011/12, however, a survey is being planned for the 2012/2013 fiscal year.

Performance Measure 5: Percentage of client satisfaction with Employers' Advisers Office and Workers' Advisers Office

Performance Measure	2004/05 Baseline	2010/11 Result	2011/12 Target	2011/12 Actual
Percentage of respondents satisfied or very satisfied with Employers' Advisers Office (EAO)	90%	87%	> or = 90%	87%* SUBSTANTIALLY ACHIEVED
Percentage of respondents satisfied or very satisfied with Workers' Advisers Office (WAO)	73%	82%	> or = 80%	82%* ACHIEVED

Data Source: Scores from biannual surveys of the Employers' Advisers Office and Workers' Advisers Office

Discussion

This measure demonstrates client satisfaction with the services provided by the Employers' Advisers Office and the Workers' Advisers Office.

* The 2011/2012 results provided for the Employers' Advisers and Workers' Advisers Offices are based on the survey last completed in the 2010/2011 fiscal year. The Employers' Advisors Office has undertaken work to develop its case tracking and client data systems which will enable the Office to conduct a more meaningful survey in the 2012/2013 fiscal year.

Citizens' Services and Open Government

Highlights of the Year

In 2011/12, Citizens' Services and Open Government carried out its mandate as a leader to transform how citizens and clients interact and receive services from government. The ministry has a commitment to citizen-centred service delivery enabling the BC Public Service to deliver effective and accessible services for British Columbians and lead the advancement of innovation and collaboration across government, providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. Achievements of the past year include:

Citizen Participation

Conventional and New Approaches to Communication

The ministry ensures information is provided to British Columbians through traditional mechanisms, most notably through interaction with the media. In 2011/12, the Government Communications and Public Engagement office issued 1,842 news releases and 603 media advisories and responded to 13,289 media enquiries, meeting reporters' deadlines on 99.51 per cent of those requests (which exceeded the target of 97 per cent). This office has subscribed to a service that provides improved access to footage by a broader range of media outlets. The use of social media tools such as Twitter and Facebook and the redesign of the web-based newsroom continue to compliment traditional communications activities.

Key Initiative Communications Support

Ministry assigned communications staff play an integral role in developing information resources in key areas of government. Staff prepare a wide range of communications materials in support of government initiatives, including: the *BC Jobs Plan*, the *BC Education Plan*, the liquid natural gas strategy and the mining strategy.

Actively Managing Freedom of Information Requests to Statutory Timelines

Despite an increase in information request volume received by government in 2011/12, government met its 2011/12 target of 90 per cent on-time completion for requests. The Information and Privacy Commissioner is satisfied with the on-time completion rate improvement for freedom of information requests over the past three years and has indicated she will no longer produce an annual report on timeliness.

New and Updated Websites

The ministry has improved government Internet presence, which focuses on accessibility of government services and information, and enables citizens to create value from using government data and information.

- **Government Website**

  In July 2011, a new citizen-centred, service-focused government website was launched, allowing visitors to access information and services more quickly. In addition, the ministry developed training and other resources to support ministries to improve their own Internet sites and services, and provided direct support to pilot projects in the Natural Resource sector and the Ministries of Advanced Education, Education, Health and Transportation.

- **Creating Opportunities with DataBC**

  Launched in July 2011, the DataBC website makes government data available to the public through a single website. The data is in a form that a computer can accept, and is supported by analytic tools and other resources that enable the use of the data for a variety of purposes. As of March 31, 2012, 2,970 datasets were available to the public, the site had received more than 48,000 unique visitors and datasets were downloaded more than 15,000 times.

- **Proactive Disclosure with Open Information**

  Government's open information and open data policy was released on July 19, 2011, with the launch of the Open Information website. Since July 2011, government has proactively disclosed responses to 738 (as of March 31, 2012) access to information requests and routinely released over 400 travel expense summaries for ministers and deputy ministers. There have been approximately 31,000 visitors to the site, resulting in 24,000 downloaded files.

- **BC Stats Site Re-designed**

  The new Internet presence for BC Stats, launched in February 2012, offers numerous improvements for visitors, many of which are based on user feedback from all levels of government and the public. Features such as an improved search function means information is more accessible, which translates into statistics that are easier to find and utilize in everyday work or research for British Columbians. In addition, BC Stats' open data offering is expanded with the availability of population projections now available at no cost.

Identity Information Management

The BC Services Card will be issued to citizens and residents of British Columbia over the next five years and will be used to replace the province's existing Care Card. The card will have a picture and modern security features that will provide improved confidence in user identity and enable the province to offer higher value online services to British Columbia's citizens.

Service Innovation

Blue Pages Re-Design

The current design of the blue pages, found in phone books, is a mixture of keywords, ministry names and MLA contacts; and they are often lengthy and difficult to use. In November 2010, Service BC was tasked with revamping the format to simplify listings using service keywords. Service BC began by developing a list of keywords based on other jurisdictions, government website taxonomy, and citizen use of the government website. A cross-ministry working group analyzed and evaluated these keywords based on specific criteria and the resulting listings were tested with citizens. The final improved keyword listing was produced in August 2011, with the first phone book using the new shortened and easy to use keyword listing being released in the spring of 2012. All 36 phone books across the province will have the new blue page keyword listings implemented by the spring of 2013.

Improvements for Societies and Firms Online

In October 2011, BC Registry Services launched societies and firms online. This service allows BC Registry Services to issue business numbers for all firms at the time of registration as well as provide B.C. societies with the ability to complete their annual reports online. Now, not only can societies file their annual reports online, they can also update changes to directors and to the registered office address. For firms, clients can search both active and historical firms online. These changes have created time-saving efficiencies for staff at BC Registries and for businesses.

Flexible Work Environment Complements Improved Office Space Use

WorkPoint, a new corporate strategy for flexibility and mobility in the workplace, was released on February 1, 2012, which launched Leading Workplace Strategies (LWS) as a government corporate initiative. Over the last year, LWS pilot projects have successfully brought an increased focus to how we can use space better. Each solution has supported a shift in organizational culture that promotes greater mobility, flexibility and increased collaboration within the public service. By aligning the employee's work environment, furniture and mobility tools with their work patterns, the space better supports employee productivity and provides organizational agility while increasing space utilization. Shared Services BC continued to optimize the use of office space across government in 2011/12 in conjunction with LWS. As a result, government reduced the number of leased buildings by 16, totalling 9,100 m2 (or 97,952 square feet) of office space.

Successful LWS pilots have been implemented with the Ministry of Education, the Ministry of Labour, Citizens' Services and Open Government, the Public Service Agency, and the Ministry of Transportation and Infrastructure, achieving goals of supporting mobility, flexibility and choice for employees while reducing the amount of space required to accommodate them.

Government Technology Transformation

Transformation and Technology

Citizens' Services and Open Government has a leadership role in setting the framework to maximize the accessibility and availability of public-facing services that are delivered online. The ministry will also play a critical enabling role in government, supporting ministries in achieving the open government vision by providing the foundational infrastructure, legislation policies and governance. Over the last year, government has embraced a vision to transform the public sector, through the use of technology, in response to changing citizen expectations and needs in order to reframe how citizens access services and how the public sector delivers those services. This transformational strategy was outlined in the document *Citizens @ the Centre: BC Government 2.0*, released last year. In February 2012, the *Families First Agenda for Change* document confirmed the strategy and included commitments to further the strategy and endorse the principles behind an open government agenda.

In July 2011, the Information Management and Information Technology (IM/IT) Enablers Strategy v1.5 was released, providing updates on all strategic enablers. The foundations of an Internet strategy, open data and open information were established when the DataBC, open information and new government homepage were launched. An open information and open data corporate policy document was released at the same time, providing both policy guidelines and corporate direction to ministries to participate in the initiatives and an open data licence to enable anyone accessing the open data site to use the data free of charge.

Legislation Amendments

Received Royal Assent on Bill 3, the *Freedom of Information and Protection of Privacy Amendment Act*, 2011. These amendments enable the use of new technologies and the delivery of citizen-centred, integrated and online services, while ensuring the strongest privacy protection and oversight in Canada.

Government has been moving towards horizontal and integrated program delivery models to more effectively serve citizens and achieve better outcomes. Our freedom of information (FOI) legislation was originally designed for a siloed system of distinct programs that didn't exchange or share much information. Government also needed to change how it does business with citizens. British Columbians told government they want to interact with government and access more government services online. The amendments enable this by permitting government and public bodies to use social media to communicate with British Columbians and to more actively engage with citizens. The amendments to the FOI legislation also enshrine the premier's policy direction of last year for open data and open government and open information into law.

Improved Carbon Emission Reporting

More than 60 local governments have signed up to use the ministry's SMARTTool services to support their voluntary commitment to report the carbon emissions from the delivery of traditional local government services. SMARTTool significantly simplifies the task of

measuring and reporting emissions while improving accuracy and completeness. This enables them to spend less time on measuring their carbon footprint and more time on managing it through measures that increase their operating efficiency.

Strategic Context

The past few years have brought with them a series of challenges in Citizens' Services and Open Government. The ministry continues to work through the effect of budget pressures and explore new ways of organizing the work and developing cross-government strategies to address societal shifts that can have significant impacts on government. These shifts include how citizens want to receive and access services, the way the ministry delivers services, the need for ministries to work together, while recognizing the global context in which British Columbia operates.

The ministry's response to these challenges has been a dedication to work together, and the development of a shared mission: enabling the public service to provide effective and accessible services.

Citizen Expectations: Expectations for government openness and accessibility challenges many of government's traditional approaches. The increasing expectations of citizens for services that are co-ordinated and easy to access will compel government to be more co-ordinated in its service design and delivery. As the population of the province becomes more culturally diverse and technologically literate, expectation for better and more efficient government services increases. Citizens would like access to services when and where they need them and by the delivery method of their choice. With the province's growing diversity, government also recognizes the importance of continuing to promote welcoming and inclusive communities where multiculturalism is accepted and embraced.

Demographics: An aging and increasingly diverse population naturally results in increasing demands and challenges for public services. B.C.'s senior population currently makes up 15 per cent of the total population and is expected to double within the next 20 years, making it one of the fastest growing senior populations in Canada.[2] First Nations culture is central to B.C.'s identity and First Nations art and culture is recognized throughout the world for its many unique forms. B.C.'s cultural mosaic is ever-evolving as immigration from places such as India and China continues to fuel a growing provincial population. Already, one out of every four British Columbians is an immigrant, and that ratio is expected to continue to rise.[3]

As the population of the province becomes increasingly diverse, there is a demand for multilingual, cultural and specialized service. To meet these needs, government must continue to develop ways to enhance access to government's information and services, and to support

[2] Ministry of Health 2012/13 – 2014/15 Service Plan
[3] Ministry of Community, Sport and Cultural Development 2012/13 – 2014/15 Service Plan

communities to be welcoming and inclusive of cultural diversity.

At the same time, an older population is also expected to result in a smaller public service workforce that will challenge our ability to meet increased service demand. Designing and delivering services requires that government be responsive to citizens' changing expectations to access services in-person, by telephone and online. Government is addressing the challenges associated with ensuring multi-channel service delivery is efficient and effective to meet citizen expectations. An older population and smaller BC Public Service workforce as a result of an expected increase in the rate of retirements will result in more vacancies than can be filled in an increasingly competitive labour market. Maintaining a high quality of service will require the development of strategies to ensure an engaged workforce is able to meet the expectations of changing service demands.

In 2011/12, government has been focusing on building a new culture for the BC Public Service: a workforce of trusted professionals that embraces open communication, a collaborative work environment, and flexibility and choice in work styles and tools; support for the diversity, professional development and career aspirations of employees; and recognition that employees' safety, health and work-life balance have an important influence on their professional success and productivity.

These cultural shifts are essential to build the kind of public service needed to deliver the services British Columbians expect and deserve in the years ahead and will result in a more modern, competitive and successful public service.

Technology: Released in October 2010, the *Citizens @ the Centre: B.C. Government 2.0* strategy is about the citizens of British Columbia and how their shifting demographics, expectations and needs are changing government. It is about using technology to change how citizens access the services they expect and how to deliver those services efficiently. It is also about how the BC Public Service must transform itself in response to all these factors. The operations of government and the delivery of public services are complex. Citizens' access to their government and to public services should be easier. This new transformation and technology strategy sets out a vision for how the BC Public Service will bridge the gap between the complexity of government and the need for more accessible services to citizens. Three fundamental shifts are the foundation of this strategy:

- Citizen participation: engaging British Columbians more directly with their government, particularly through improved access to government data and sharing of information;
- Service innovation: expanding opportunities for citizen self-service by improving and modernizing the government's online service offerings so they are shaped less by the structure of government and more by citizen needs; and
- Business innovation: taking a more corporate approach to technology planning and innovation for the benefit of citizens and public service employees.

Economy: British Columbia's real GDP increased by 2.9 per cent in 2011 (according to preliminary GDP by industry data from Statistics Canada), following growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. However, several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility and slower than anticipated Asian demand for B.C. products.

Report on Performance

Performance Results Summary Table

Goal 1: Citizen Participation For greater detail see pages 30 to 34	2011/12 Target	2011/12 Actual
1.1 Empower citizens to create value from using government data and information **1.2 Enhance two-way dialogue between government and citizens through social media and the Internet** **1.3 Citizens are engaged to provide input about how they access services and information** **1.4 Government supports the development of infrastructure that allows British Columbians to participate in the knowledge-based economy** **1.5 Support partnerships to strengthen communities across B.C.** **1.6 Communication of government's policies and programs to the public is timely, relevant and readily accessible**		
Timely response to media inquiries	97%	99.51% EXCEEDED
Compliance with statutory freedom of information response times	90%	90% ACHIEVED
Citizen satisfaction with provincial government services	Next survey 2012/13	Next survey 2012/13
Percentage of First Nations with access to broadband facilities	84% (170 of 203 First Nations)	84% (170 of 203 First Nations) ACHIEVED
Goal 2: Service Innovation For greater detail see pages 35 to 36		
2.1 Increase citizen and client satisfaction with a consistent service experience **2.2 Optimize value to government through innovation and more effective utilization of infrastructure** **2.3 Provide well managed, integrated and sustainable core services for government**		
Service BC satisfaction	Next survey 2012/13	Next survey 2012/13
Goal 3: Government Technology Transformation For greater detail see page 36		
3.1 Improve the planning and design of service delivery resulting in improved service quality for citizens and clients **3.2 Government information management strategies allow for effective use of information while also protecting privacy** **3.3 Government works innovatively to transform the delivery of services and how citizens interact with their government**		
Goal 4: Public Service Transformation For greater detail see page 37		
4.1 Develop strategies to ensure that human resource management is modernized, responsive and flexible **4.2 Tracking and administering the goals of the Corporate Human Resource Plan for the BCPublicService, *Being the Best*, to help ensure their realization**		

Goals, Objectives, Strategies and Performance Results

Goal 1: Citizen Participation – Citizens are informed and engaged with government services in a way that is inclusive, builds trust and provides value

Objective 1.1: **Communication of government's policies and programs to the public is timely, relevant and readily accessible**

Objective 1.2: **Empower citizens to create value from using government data and information**

Objective 1.3: **Enhance two-way dialogue between government and citizens through social media and the Internet**

Objective 1.4: **Citizens are engaged to provide input about how they access services and information**

Objective 1.5: **Government supports the development of infrastructure that allows British Columbians to participate in the knowledge-based economy**

Objective 1.6: **Support partnerships to strengthen communities across B.C.**

Strategies

- Communicate through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching British Columbians where they live.
- Support the development of information resources in key areas of government such as health care, education, *Budget 2011*, community safety, the economy, forest fire prevention and climate action.
- Make information about government programs and services more accessible to all citizens and grassroots communities through innovative technologies and stakeholder relations.

- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Establish an online resource that will provide public access to government data.
- Develop policies and practices to release government information frequently requested through freedom of information requests.
- Actively manage to statutory timelines for information access requests with ministry customers.
- Enhance government's presence on social media.
- Support ministries in planning and launching public engagement using social media and face-to-face techniques.
- Transform the government's Internet presence to improve accessibility of government services and information.
- Provide citizens with an opportunity to identify what, when and how they want services delivered.
- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.
- Look at strengthening the role of non-profit organizations and volunteers in delivering services to British Columbians.
- Explore ways to develop a greater role for non-profit public partnerships.

Performance Results

Performance Measure 1: Timely response to media inquiries

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Timely response to media inquiries	99.24%	99.52%	97%	99.51% EXCEEDED

Data Source: Government Communications and Public Engagement

Discussion of Results

This performance measure is an average of two indicators of the ministry's Government Communications and Public Engagement office's (GCPE) ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2011/12, GCPE responded to over 13,200 media enquiries and exceeded the target of 97 per cent with a measurement of 99.51 per cent. This represents a slight decrease compared to 2010/11, which had a final result of 99.52 per cent, as well as a decrease of 300 media inquiries compared to 13,500 in 2010/11. For the past four years, results have exceeded the baseline and targets of 97 per cent. This reflects the commitment by GCPE to maintain a high level of service with regard to response times.

Performance Measure 2: Compliance with statutory freedom of information response times

Performance Measure	2008 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Compliance with statutory freedom of information response times	71%[1]	90%	93%	90%	90% ACHIEVED

Data Source: BC Stats

[1] The baseline percentage has been calculated for calendar year 2008. Future reporting is based on fiscal year data.

Discussion of Results

Providing timely responses to freedom of information (FOI) requests is a crucial aspect of government accountability, transparency and openness. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

Government now responds to approximately 8,000 requests every year, many of which are complex and involve multiple ministries and evolving information technologies. To reflect the commitment to improve the response times to FOI requests, government centralized its information and access operations in January 2009. The focus of this new approach is to facilitate more efficient request processing by standardizing government-wide practices and streamlining business processes.

The baseline of 71 per cent for this performance measure is based on the compliance result for calendar year 2008 published in the Office of the Information and Privacy Commissioner 2009 *Timeliness Report*. Future year targets reflect a commitment to maintain or improve response times. The targets are based on the number of closed requests completed on-time as a percentage of the overall requests closed in each fiscal year.

Despite an increase in the number of information requests received by government in 2011/12, government met its 2011/12 target of 90 per cent on-time completion for requests. The 90 per cent on-time completion rate was lower than the 93 per cent on-time completion rate achieved the previous year. In 2011/12, government was challenged to deal with large increases in the volume of FOI requests. Overall, government experienced an eight per cent increase in the number of requests including a 21 per cent increase in the number of general FOI requests.

Performance Measure 3: Citizen satisfaction with provincial government services

Performance Measure	2007/08 Baseline	2010/11 Actual	2011/12 Target	2011/12 Actual	2012/13 Target
Citizen satisfaction with provincial government services	54[1]	57	Next survey 2012/13	Next survey 2012/13	61

Data Source: BC Stats

[1] The baseline is an average score that is calculated by converting a five-point survey question scale – where 1 equals very dissatisfied and 5 equals very satisfied – into a scale ranging from 0-100

Discussion of Results

Through a biennial, province-wide citizen satisfaction survey, Citizens' Services and Open Government monitors how British Columbians rate the services they received from the provincial government. The survey measures the overall satisfaction of citizens with provincial government services. The results of the survey are used to improve provincial government service delivery.

The performance targets for this measure reflect the expectation that citizen satisfaction with provincial government services will increase from the 2007/08 baseline as government continues to improve the quality of services by pursuing innovative solutions to meet the needs of citizens. Targets have been set with the expectation that citizen satisfaction with B.C. government services will remain higher than the national average[4]. As noted in the 2011/12 – 2013/14 Service Plan, this survey will be conducted every two years. The next survey will take place during the 2012/13 fiscal year. Should the 2012/13 Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

[4] The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biennial Citizens First survey, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the trend of Citizens First survey results to the Citizen Satisfaction Survey 2010/11 results indicated that citizen satisfaction with provincial government services in B.C. (57) is higher than the national average (51).

Performance Measure 4: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of First Nations with Access to Broadband Facilities	42% (85 of 203 First Nations)[1]	73% (148 of 203 First Nations)[2]	77% (157 of 203 First Nations)[3]	84% (170 of 203 First Nations)	84% (170 of 203 First Nations) ACHIEVED[4]

Data Source: Network BC

[1] The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007.

[2] The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2010. (Data Source: All Nations Trust Company).

[3] The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2011. (Data Source: All Nations Trust Company).

[4] The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2012. (Data Source: All Nations Trust Company).

Discussion of Results

This performance measure demonstrates the availability of Internet gateway services to communities, which will enable First Nations or their designated Internet service provider to serve homes, schools and businesses. The provincial government continues to support First Nations-led connectivity and capacity building initiatives. The provincial government will work with First Nations organizations, the federal government, the broader public sector and the private sector towards ensuring that 203 First Nations have broadband access.

In June 2011, community members joined then-Minister Stephanie Cadieux, the All Nations Trust Company and the Pathways to Technology project team to celebrate the arrival of connectivity in the remote north eastern community of Doig River.

Goal 2: Service Innovation – A trusted organization that maximizes benefits to citizens and clients

Objective 2.1: Increase citizen and client satisfaction with a consistent service experience

Objective 2.2: Optimize value to government through innovation and more effective utilization of infrastructure

Objective 2.3: Provide well managed, integrated and sustainable core services for government

Strategies

- Ensure our services are fully co-ordinated by sharing knowledge internally to improve service to citizens and clients.
- Invest in government infrastructure in order to provide more service options for government services to citizens and clients.
- Demonstrate that services delivered to clients are efficient and provide value for money.
- Improve utilization of government's real estate portfolio.
- Seek new opportunities to leverage the benefits of shared services.
- Mitigate the effects of a changing climate by developing processes to ensure critical government facilities remain available when flood events occur.
- Redesign and streamline our business processes for internal government services with input from clients.

Performance Results

Performance Measure 5: Service BC satisfaction

Performance Measure	2004/05 Baseline[2]	2010/11 Actual	2011/12 Actual	2012/13 Target
Service BC satisfaction[1]	96%	96.77%	Next survey 2012/13	At least 96%

Data Source: BC Stats

[1] This rating is an index comprised of customer satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of customers served by each channel.

[2] The baseline was established in 2004/05 based on survey results from January/February 2004.

Discussion of Results

This performance measure demonstrates the level of satisfaction that citizens and customers report on the availability, usability and delivery of services they receive when they access government programs and services through Service BC. The measure is based on a biennial survey that focuses on the satisfaction of citizens and businesses when they access government programs and information through in-person and telephone service channels. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. The next survey will be conducted in 2012/13 fiscal year.

Goal 3: Government Technology Transformation – Provide the foundation to enable effective and innovative citizen-centred services

Objective 3.1: Improve the planning and design of service delivery resulting in improved service quality for citizens and clients

Objective 3.2: Government information management strategies allow for effective use of information while also protecting privacy

Objective 3.3: Government works innovatively to transform the delivery of services and how citizens interact with their government

Strategies

- Consolidate and optimize government service delivery channels.
- More efficient and accessible citizen services are supported by up-to-date applications, streamlined processes, lean infrastructure and integrated enabling technology.
- Continue to provide guidance for a consistent, long-term, co-ordinated vision and process for how technology will be applied across government.
- Develop and implement a co-ordinated approach to working with the public sector.
- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions to government to allow citizens to access a wider range of services online at their convenience.
- Support government's commitment to carbon neutrality through shared services that assist ministries and broader public sector agencies with emission reduction, verification and reporting.

Goal 4: Public Service Transformation – Innovative workforce solutions that enable the BC Public Service to deliver services expected and needed by British Columbians

Objective 4.1: Develop strategies to ensure that human resource management is modernized, responsive and flexible

Objective 4.2: Tracking and administering the goals of the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, to help ensure their realization

Strategies

- Analyze the workforce to address long-term issues facing the B.C. public sector.
- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.
- Promote employee engagement and create an organizational culture that leverages employee ideas.
- Develop new practices to support citizen engagement across government.

Report on Resources

Core Business Area	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Service to Citizens and Businesses	17,406	0	17,406	18,421	1,015
Strategic Initiatives	16,290	0	16,290	21,009	4,719
Office of the Chief Information Officer	11,849	0	11,849	10,845	(1,004)
Executive and Support Services[5]	26,621	0	26,621	19,921	(6,700)
Sub-total Ministry Operations	72,166	0	72,166	70,196	(1,970)
Logistics and Business Services	17,723	0	17,723	20,474	2,751
Integrated Workplace Solutions	277,543	0	277,543	273,335	(4,208)
Technology Solutions	156,422	0	156,422	157,051	629
Sub-total Shared Services BC	451,688	0	451,688	450,860	(828)
Government Communications and Public Engagement	26,155	0	26,155	26,012	(143)
Labour	15,713	0	15,713	15,008	(705)
Adjustment of Prior Year Accrual				(3,403)	(3,403)
Total	**565,722**	**0,000**	**565,722**	**558,673**	**(7,049)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Citizens' Services	3,340	0	3,340	4,047	707
Shared Services BC	101,227	0	101,227	86,186	(15,041)
Government Communications and Public Engagement	0	0	0	291	291
Labour	433	0	433	275	(158)
Total	**105,000**	**0,000**	**105,000**	**90,799**	**(14,201)**

[5] The Executive and Support Services core business variance of 25 per cent of annual budget was due to the realignment of expenses resulting from changes in the organization structure, in addition to ensuring corporate priorities were funded accordingly.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	www.lrb.bc.ca
Employment Standards Office	General Inquiries: 1 800 663-3316*; in Prince George: 250 612-4100	www.labour.gov.bc.ca/esb/
Employment Standards Tribunal	604 775-3512	www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800	www.wcat.bc.ca
	1 800 663-2782*	
WorkSafeBC	1 888 621-SAFE (7233)*	www.worksafebc.com
	1 866 WCB-HELP (922-4357) after hours*	

Location	Employment Standards Branch Office	Employers Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492*	604 870-5488 1 888 295-7781*
Campbell River			250 830-6526 1 888 643-0013*
Dawson Creek	250 784-2390		
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Langley	604 513-4635		
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550		250 354-6933 1 866 354-6933*
Prince George	250 565-6120	250 565-5285 1 888 608-8882**	250 565-4280 1 800 263-6066*
Richmond	604 660-4946	604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Terrace	250 638-6525		
Trail		250 364-0730 1 877 877-5524**	
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4893 1 800 661-4066*

* Toll-Free in B.C.

**Toll-Free in B.C. and Alberta

Citizens' Services and Open Government

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	www.cio.gov.bc.ca/
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	www.gov.bc.ca/public_affairs
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.servicebc.gov.bc.ca/
Strategic Initiatives	250 953-3470	www.data.gov.bc.ca www.openinfo.gov.bc.ca

Appendix B: Hyperlinks to Additional Information

Listing of Ministry Legislation
www.leg.bc.ca/PROCS/allacts/LCSOG.htm